

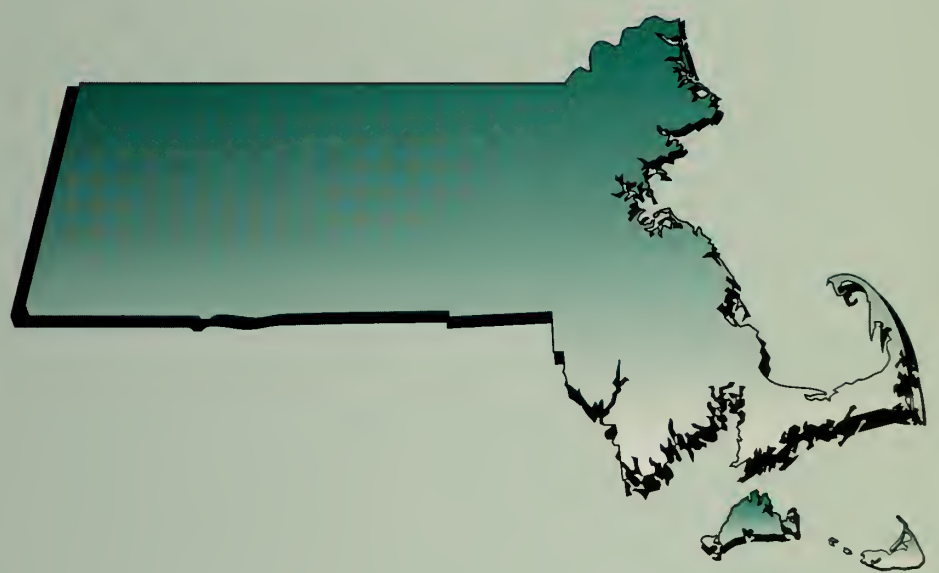
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# MassJobs

# Council

## Annual Report



*For Fiscal Year 1998*

317-144117

## MISSION STATEMENT

The Commonwealth's Workforce Development System enables Massachusetts residents to acquire the information and skills necessary to maximize their economic self-sufficiency and provides Massachusetts employers with the workforce they require to effectively compete in the global economy.

The MassJobs Council will foster the creation of a market-based system that:

- links workforce development to economic development;
  - mobilizes the private sector; and
  - integrates the service delivery system.

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**Charles LaPier**

**David Shagoury**

**Arlene Armata**

**Susan Phillips**

**Ronni Lieberman**



The Honorable Argeo Paul Cellucci  
Governor of the Commonwealth of Massachusetts  
State House, Room 360  
Boston, MA 02133

Dear Governor Cellucci,

In compliance with Chapter 145 (Section 46) of the Acts of 1991, we are pleased to submit the Fiscal Year 1998 MassJobs Council Annual Report. Copies of this report are also being submitted to the President of the Senate and the Speaker of the House of Representatives.

In the FY97 MJC Annual Report, I stated that in FY98 my staff would be presenting the workforce development integrated budget. We determined the funds and sources thereof for workforce development, that being employment, training and/or employment-related education, within Massachusetts. I am pleased to include the results of our research at the end of this Report. We fully intend to continue to monitor the funds and will provide periodic updates going forward.

When preparing the FY98 workforce development integrated budget, we were very much aware that the figure being discussed as available was approximately \$700,000,000. Therefore, a concentrated effort was made to research every available source and determine an actual versus perceived budget.

We narrowed our definition of "workforce development" funds to monies filtering through state agencies over which the Commonwealth has some direction for employment, training and employment-related education. Not included are education dollars, such as the community college budget, vocational/technical school budgets, Job Corps, Pell grants, and/or proprietary school programs. Of note is that these programs alone, which were included in the previous Integrated Budget report, totaled almost \$400,000,000 at that time.

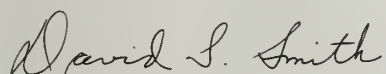
The involvement of the Massachusetts community colleges in the workforce training and retraining process is constantly evolving. In FY98, training partnerships between more than 600 companies and one or more of the community colleges resulted in contracts of over \$5 million dollars. The flexibility of the individual community colleges as they change their curriculum to meet the needs of the area businesses is certain to be advantageous to the workforce development effort in the Commonwealth.

You will note that Trade Adjustment Assistance funds are included, although they go directly through USDOL to dislocated employees of certified companies that have been closed due to international trade. Since there is close involvement between the state rapid response teams and the affected employees in the dissemination of information of the application process for such funds, we deemed it important to include this program in our chart.

In the Commonwealth's FY99 budget, \$9 million has been set aside for the Workforce Training Fund. The Department of Employment & Training, which is responsible for administering the funds through grants and technical assistance to companies operating within Massachusetts, will begin the allocation of these funds by early 1999. This program and its associated revenue will be included in our FY99 integrated budget.

The integrated budget will allow those assessing the current workforce development system to rely on comprehensive data that coalesces the myriad of funds and programs into one document, facilitating policy examination from this point forward.

Sincerely,



David S. Smith  
Executive Director

# W E L F A R E



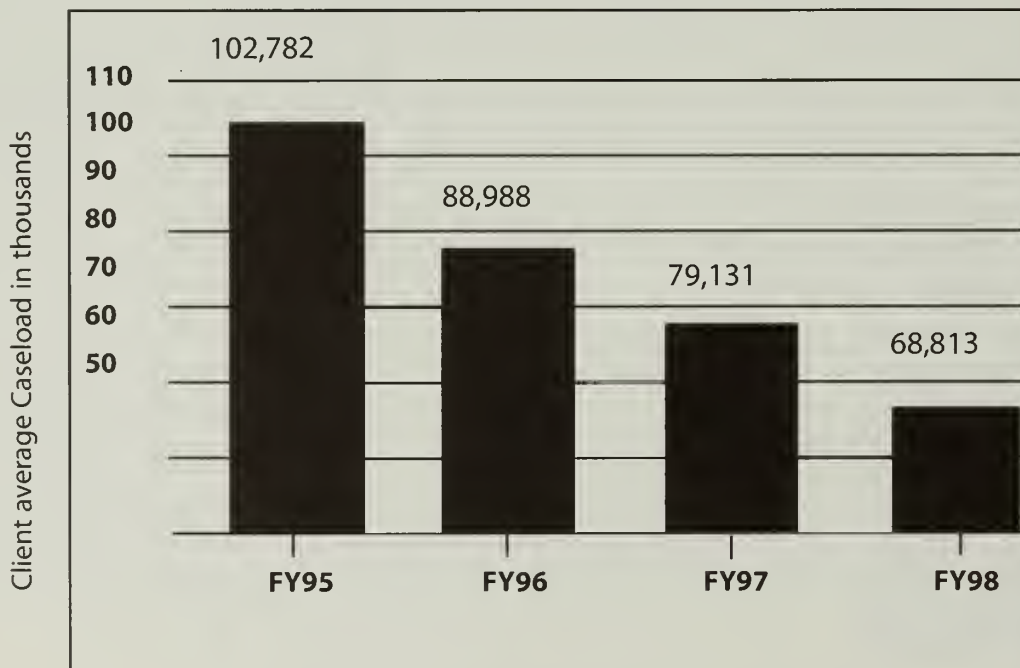
**W**elfare Reform is an exemplar of a truly American success story! Massachusetts in the Weld/Cellucci era has been a prototype for the extension of our nation's

virtues to much of its poor, who for three decades previous were the target of a welfare policy that was averse to recipients' independence, self-reliance, innovation and perhaps most importantly the intrinsic self-esteem inherent to those natural qualities. Today there is hope where there was formerly resignation, and there is the palpable impetus of expectation as a

means of integrating recipients into the mainstream of society, sharing with their fellow citizens the liberating burden of personal responsibility. The progress in Massachusetts has been exceptional: the welfare caseload has been reduced by half since its apex in the pre-reform early nineties, and recipients have been accessing a more beneficial soft skills training regime that better serves people in the noble quest to transition from a culture of dependence to self-sufficiency. The graphs and charts below illustrate some areas of progress that Massachusetts has achieved in fiscal year 1998.

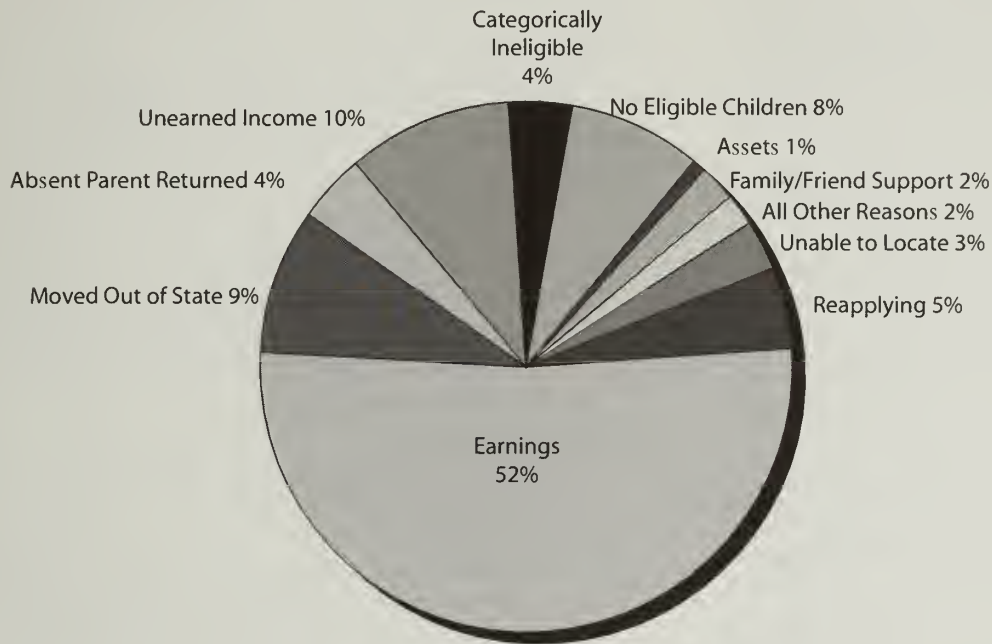
## Department of Transitional Assistance Welfare Reform

TAFDC Client Average Caseload FY1995 through FY1998



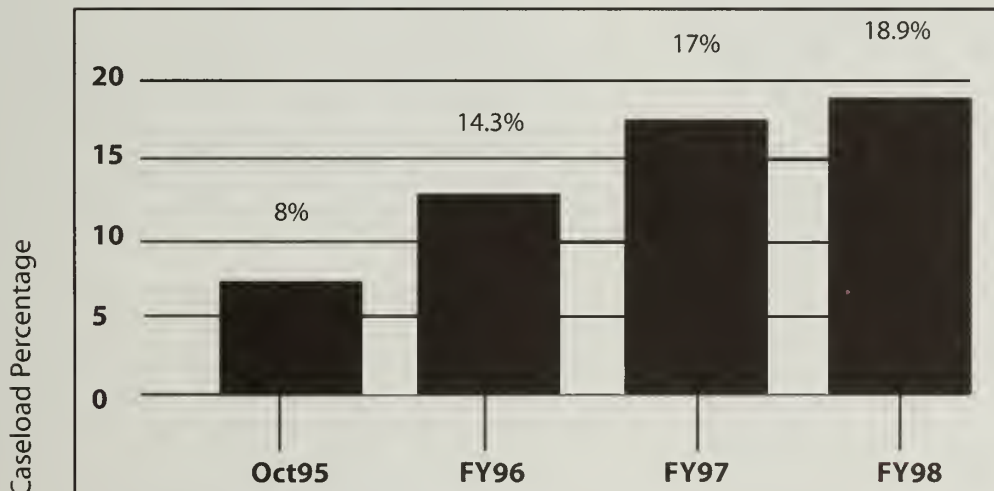
# T O W O R K

## Closed Case Review - November/December 1997



## Department of Transitional Assistance Welfare Reform

Average TAFDC Caseload Employed as a percentage of TAFDC Caseload



Note: Oct. 95 reflects the start point of Welfare Reform.

## CONGRESS PASSES WELFARE TO WORK BLOC GRANT FOR STATES

As an addendum to existing TANF funds, the Welfare to Work Bloc grant will provide Massachusetts with approximately \$40 million over two years to facilitate the transition of recipients from reliance on welfare to productivity in the workplace. The Bloc Grant is designed to primarily target the hardest to employ among the current caseload. This grant is being administered by The State Department of Labor and Workforce Development. A state steering committee with MJC participation has established policy guidelines consistent with the work first policies of both state and federal welfare reform. Money has already begun to flow from the state to the regional level, where the local application of funds are to be determined by the Regional Employment Boards.



# ONE-STOP CAREER CENTERS

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**T**he Massachusetts One-Stop Career Center System is a statewide, integrated, results-oriented labor exchange, implemented through locally developed regional partnerships, that is based on the needs of individuals and employers. The system is committed to continually improving the capability of the system and its employees to deliver high-quality services to customers.

Currently, there are seven (7) One-Stops operating in Massachusetts: three (3) in Boston; two (2) in Metro North; and two (2) in Springfield. Over the next year, One-Stop Career Centers will be chartered in all 16 of the Massachusetts local labor market regions, from Boston to the Berkshires. In each region a Regional Employment Board (REB) has been established. The REB is made up of business, government, education, labor and community representatives. The REBs will select local Career Center operators, ensuring that they are connected to the statewide system and that they meet the needs of local businesses and individuals.

The Career Center system is driven by its customers: job seekers and employers. The Centers add value to the workforce development system through services which:

Connect job seekers with timely, accurate information and access to employment, providing assessment of skill levels, aptitudes and abilities;

Provide employers with screening, placement and information services that add value with staff specializing in specific industries or companies;

Provide customers with labor market information including job vacancies, job skills necessary to obtain the listed job vacancies and information on local job skill requirements and earnings.

It is the mission of the Career Centers to develop a financially viable, seamless, single door

customer driven system. These Centers will provide residents access to job placement services, career planning, education and training resources and will offer employers access to the highly skilled and flexible workforce necessary to compete and succeed in the global economy.

To achieve these goals, Career Centers are established and chartered upon the following principles:

- Career Centers will be Consumer-Driven;
- The satisfaction of Career Center customers (employers and individuals) with the quality and benefit of services furnished through the Centers will be the principal guiding factor in determining the menu of activities provided;
- Career Centers will provide universal accessibility
- Career Centers will be chartered to provide a comprehensive array of no cost and fee-based services accessible by all employers and individuals within the region and will be responsive to the unique needs of these customers;
- Career Centers will be measured individually and competitively on their ability to achieve measurable success in attracting customers, matching job seekers with employment, informing consumers about education and training programs availability and excellence, satisfying employers with job applicant referrals, and demonstrating fiscal viability and revenue growth. Centers will also need to meet established state standards and those of respective Regional Employment Boards.



# THE SCHOOL-TO-WORK INITIATIVE

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**T**he School-to-work Initiative, a joint effort of the MassJobs Council and the State Board of Education, has served as a catalyst for advancing education reform. Massachusetts received federal funding for a five year grant in the amount of \$33.5 million dollars to implement a system statewide that would strengthen workforce development from region to region. Under the leadership of 15 Regional Employment Boards, 40 local partnerships were formed comprised of education and industry leaders, community-based organizations, labor organizations, parents, students and other interested parties. Key industries were identified by Regional Employment Boards and strategies were developed to strengthen those industries through the initiative.

During the past year, communities have made tremendous progress implementing their School-to-Work systems. Many have forged deep, sustaining relationships between the business and education communities. The majority of the local partnerships first funded have been successful in receiving a strong commitment from school systems to continue the School-to-Work efforts after the grant monies end.

Connecting Activity funds, which is a state appropriation, were increased for this coming year to \$4.585 million dollars. These funds are “private sector wage-leveraged,” and for every dollar sought under the Connecting Activity funds, at least two dollars in private sector wage commitments must be identified. Qualifying wages are determined by documentation of the total wages paid and by presenting future wage commitments for wages that will be paid. This funding provides the linkage necessary between schools and employers so that work-based learning becomes a reality and learning in the classroom is relevant to the skills necessary in the workplace.

A statewide steering committee has been meeting monthly to address the issues relative to at-risk and out-of-school youth and Brockton held the first regional summit with other cities to follow. Springfield, Brockton, and Worcester were awarded grants from School-to-Work grant monies to implement Diploma Plus, a program for out-of-school youth to earn a high school diploma—as

opposed to a GED—using a School-to-Work approach. In fiscal year 1998, in a competitive bidding process, the partnerships of Greater Springfield and Greater Lowell received a federal Urban-Rural Opportunities Grant from the National School-to-Work Office to focus on high-risk youth.

An electronic system has been developed for collecting all data for the various reports associated with the initiative, including nationally required reports, the state’s indicator reports and the information for the Strategy and Measurement Committee of the MassJobs Council. This will provide a unified and streamlined approach for information purposes when used by local boards reporting to state and federal agencies.

In this fourth year of the School-to-Work initiative, we have received reports that indicate that, in most cases, students in career pathways are more engaged in school than their peers not in a pathway, and we are seeing a lower dropout rate, better attendance, and fewer suspensions. In Boston, for instance, School-to-Work students missed 5% less school than students who were not involved in School-to-Work. Overall, School-to-Work students are 18% more likely to attend college than their non School-to-Career peers. In Worcester, public school attendance during last fall improved dramatically overall with School-to-Work students who were engaged in School-to-Work. Also, participants’ grades in English rose significantly and math grades improved or remained the same.

Under the leadership of Governor Cellucci, School-to-Work has become a major workforce development initiative. Across the state, employers are realizing the benefits involved, including hiring from a skilled pool of workers and playing a role in the future workforce. They are also seeing a reduction in the time and money spent on in-house training.

Continuing the efforts for employer recruitment, change in the classroom, and sustaining system changes remain our priorities for the future.

# REGIONAL EMPLOYMENT BOARDS CHAIRS

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## **BERKSHIRE COUNTY**

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Executive Vice President  
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## **BOSTON**

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President/CEO  
Federal Reserve Bank

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Stewart Washburn  
Consultant

## **BROCKTON**

Charles Altieri  
President  
Auburn Construction

## **CAPE COD, MARTHA'S VINEYARD & NANTUCKET**

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Vice President  
MacDougalls C.C. Marine Services

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Vice President  
Foundation & Development  
Saints Memorial Medical Center

## **GREATER NEW BEDFORD**

Larry Correia  
Director of Human Resources  
Cliftex Corporation

## **HAMPDEN COUNTY**

Ben Jones

## **LOWER MERRIMACK VALLEY**

Janice Burkholder

## **METRO NORTH**

Virginia Allan  
President  
North Suburban Chamber of Commerce

## **METRO SOUTH/WEST**

C. Lynn Wickwire  
Numeric Investors

## **NORTH CENTRAL MASSACHUSETTS**

John Caulfield  
President  
Leominster Credit Union

## **SOUTH COASTAL**

Robert Hollis  
President  
Hollis Insurance Agency

# THE BOSTON PRIVATE INDUSTRY COUNCIL

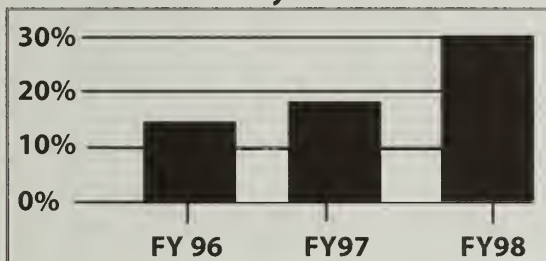
The Boston Private Industry Council, Boston's Regional Employment Board, has chartered three career centers in Boston: The Work Place, Boston Career Link and JobNet.

The major goal for the career center initiative in Boston is to provide high quality labor exchange services to employers and job seekers.

The customers who use the centers come from every neighborhood of Boston. Forty percent of the customers served at the centers live outside of, but work in, the city.

- Numbers served: In FY98, the Boston centers served nearly 11,000 job seekers and nearly 1,700 employers.
- Placement rate: 30% of unemployed job seekers visiting career centers in FY98 found jobs.

## Efficiency Growth



Placement Rate Data • Boston Career Centers • FY 96 through FY 98

Career centers are a primary vehicle for placing TANF recipients in jobs. In 1998, our 3 Career Centers placed over 500 recipients in jobs. This is the greatest number of welfare placements ever achieved in Boston in a single year. In addition to placement, the career centers will provide assessment and referral services to 1,500 TANF recipients as part of the new federal welfare to work grant. Career Center staff offer services at Department of Transitional Assistance area offices and at the career centers.

The reasons that people are coming to the centers vary: for jobs, for better jobs, for education and training, for labor market information. In FY98, the number of employed job seekers using

Career Centers ranged from 16% to 39% across the 3 Centers, averaging 26% for the system.

A tight labor market combined with higher basic skill requirements in jobs has made traditional recruitment mechanisms less and less effective. In FY98, the Boston Centers created new forums and improved upon traditional processes to bring job seekers and employers together. Industry briefings conducted at the centers allowed employers to provide labor market information and describe to job seekers the skills, educational requirements and licenses, certifications, etc., needed for different jobs and sectors of the economy. These events also provided an opportunity for informal networking for job seekers and screening for employers. Job Fairs supported employers in conducting targeted recruitment activities.

1997-98 was also a banner year in the rollout of School-to-Work in Boston. A High School Restructuring Task Force was convened in Boston, and each of the five schools selected to implement new structures in 1998-99 chose School-to-Work methodologies as the basis of their plans. Each will offer career pathways to all their students, and the PIC's Career Specialists will take on the challenge of arranging worksite learning opportunities in the form of summer and after-school jobs, internships, apprenticeships and job shadows. From 2,200 student placements this year, our goals will almost triple in the next 2 school years. Summer jobs were developed for 4,200 students during the summer of 1998 as well.

Employer recruitment has been especially successful, with the addition of 374 new companies bringing students into the workplace. Outreach in specific industries to support the new high school pathways is focusing on associations and small employers and on deepening the commitment with existing employers. The PIC has trained each new employer in the use of Work-based Learning Plans to make every job an extension of the learning day and learning year. More than 1,200 employers are active participants.



# BRISTOL COUNTY REGIONAL

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**A** pioneer in the development of one-stop services in the Commonwealth, the Bristol Regional Employment Board (Bristol REB) launched plans in 1995 to build an integrated system of Career Collaboratives in the Bristol Service Delivery Area (SDA). Beginning with the co-located operations of employment and training stakeholders in Fall River, the Bristol REB has progressed each year into what are now integrated collaboratives in the SDA's three major communities of Fall River, Taunton and Attleboro.

An effective, efficient and responsive array of one stop workforce development services are now provided at no cost to individual and employer

customers, offered by a variety of partners. These partners include the Department of Employment and Training, Bristol County Training Consortium, the Massachusetts Rehabilitation Commission, Bristol Community College, Massachusetts Department of Transitional Assistance, and the Massachusetts Attorney General's Office.

As the Bristol REB's collaboratives have evolved, the remarkably cooperative efforts of the partners have created a framework which enables the REB to successfully meet the challenges inherent to the region's dynamic employment and training environment. The Fiscal Year 1998 implementation of the Welfare to Work initiative exemplifies the



# EMPLOYMENT BOARD

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Bristol REB's ability to respond to the changing service needs of its customers.

In March 1998, collaborative partners joined forces with the Bristol REB area employers and training service providers to sponsor "Let's Do Lunch," a luncheon with informational presentations. Hundreds of welfare recipients (many with benefit time limitations) attended as guests of the Bristol REB to listen and learn of hope as more than an abstract ideal. Of primary interest to participating employers was identifying candidates with the appropriate attitude and desire to potentially become employees. There was also a workshop on welfare tax and wage reimbursement incentives to employers who hire recipients.

During the luncheon, an informal program was presented featuring Linda Devlin as a motivational speaker. Ms. Devlin, a former welfare recipient who received Bristol REB training in 1989, is now a very successful entrepreneur. Touching the hearts of everyone attending, she was enthusiastic about welfare reform and the services being offered under Welfare to Work. She encouraged current welfare recipients to take responsibility for their lives and in doing so, become self-sufficient and successful.

Before and after the luncheon, dozens of area employers and training providers manned display areas. Participants visited many of these booths and talked informally with employers and training providers about available resources, options and opportunities. Welfare recipients were surprised and encouraged by the number of employers who were eager to hire them.

Attendees were invited to join the Bristol REB's "Job Club," a 13 week Welfare To Work program. The Job Club focuses on job search skills, job-readiness, self-esteem and personal empowerment, and also endeavors to mitigate other challenges such as child care and transportation.

The Bristol REB was the first REB to actually place participants in unsubsidized employment. The Job Club offers participants a complete menu of services and expertise in an atmosphere where positive "world of work" attitudes and expectations are prevalent, thereby encouraging success. The Job Club approach has enabled participants to "hit the ground running" in their job search efforts. The import and focus on transitioning those dependent on welfare into a path of work and self-sufficiency has served Bristol County well.

*Touching the hearts  
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# METRO SOUTH / WEST REGIONAL

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## Metro Southwest Companies and The

**T**o confirm impressions about the emerging demand for workplace training, the REB collected information about company training needs and workers skills from 170 manufacturing and business services companies. The REB found that:

93% of the respondents expressed a need for training workers at all levels—from assemblers and machine operators to engineers to office support workers.

Reflecting the nature of manufacturing in Metro South/West, most workers, including production workers, are asked to perform complex mathematical functions, exercise judgment, and interact with external customers, co-workers and management on the job.

To create a system responsive to the needs expressed by companies in the survey, the Metro South/West REB was a key partner in a grant from the National Governor's Association to the Corporation for Business, Work and Learning. The purpose of the project was to test ways to strengthen the employed worker training marketplace.

### Lessons

A production manager of a plastic injection molding company summed up his experience by saying, "We used to say we cared about training, but we never had a training budget. Now we can see the results. Next year we have put in a training budget."

The HR director of a leading, highly successful, 300-person firm, referred by an industry association

in order to test the program, said as we ended the presentation of our assessment of their training needs, "Now that we are going to set up training, you will keep helping us, won't you? I have no idea how to find trainers."

The Vice President of HR of a 240-person medical device company, where we facilitated a focus group of supervisors about the content of a supervisory training program, said, "I would never have thought to ask (the supervisors) those questions. This really improves the approach here."

The lessons our REB has gleaned from extensive work with 22 companies and various state agencies and Higher Ed initiatives were instructive.

#### Lesson 1.

Firms want varied linkage services. Some simply want a list of providers, ideally with references. Others want more extensive counseling, provider identification and selection.

#### Lesson 2.

Companies want and need organizational assessment. Many firms, even those with in-house HR staff, invited consultation to build the internal capacity to link training to business goals and practices. "Capacity" means the ability to identify the problem and arrive at root causes, set business and training goals, design solutions, identify and select providers, engage in detailed

# EMPLOYMENT BOARD

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## Training Marketplace Employer Needs Project

planning with the provider, deliver the training and evaluate results and make corrections.

### **Lesson 3.**

The job of a workforce consultant is essential and complex. The role of a workforce consultant, helping firms to solve their business problems with workforce development solutions, is critical. Workforce consultants must be skilled teachers, trainers and consultants and must understand business and operations. Yet little support exists for providers who want to be more effective in their work with companies.

### **Lesson 4.**

To be cost effective, public initiatives should focus on clusters of companies. The public sector should move beyond work with individual firms to identify patterns of need and work with clusters of firms. This appears to require an active agent encouraging inter-firm training. The REBs may serve a key role in this process.

### **Lesson 5.**

A strong REB/state partnership is invaluable in moving the REB's agenda forward. The close working relationship between CBWL staff and the Metro South/West REB accelerated the development of a regional strategy for incumbent worker training by providing the REB with on-going support and consultation.

Seventy-three percent of the 102 people enrolled in occupational training programs sponsored by the Metro South/West REB and funded by the Metro South/West Employment and Training Administration in Norwood have ascended from financial dependence into the path of self-sufficiency. Twenty-eight percent benefited substantially, making more than \$11 an hour.

Between April and July of this year, 170 students were placed in jobs that gave them the opportunity to learn and explore careers.

The lessons we have learned from this business survey should guide the REBs as a response to the marketplace in each region.

# INTEGRATED

F Y 9 8 W O R K F O R C E

<u>AGENCY/PROGRAM</u>	<u>STATE</u>	<u>FEDERAL</u>	<u>BY AGENCY</u>
Department of Mental Health	\$5,400,000		
Department of Mental Retardation	\$46,818,000		
Department of Transitional Assistance	\$18,708,375		
Mass. Commission for the Blind	\$1,436,122		
Mass. Rehab. Commission	\$13,051,000		
Employment Connections II		\$385,000	
Federal DHHS/ACF/Office for Refugee Resettlement		\$2,160,692	
TANF Bloc Grant		\$7,998,553	
MCB Voc. Rehab. Act		6,750,000	
Voc. Rehab Employment Services		990,000	
Vocational Rehabilitation Trust - SSA Reimbursement		\$2,145,000	
Vocational Rehabilitation Act of 1992 (MRC)		\$36,000,000	
<b>Total - Health &amp; Human Services</b>			<b>\$141,842,742</b>
Central Artery Tunnel Project	\$2,135,574		
<b>Total - Transportation</b>			<b>\$2,135,574</b>
Adult Basic Skills	\$19,545,465		
School To Work Matching Funds	\$864,000		
Adult Education Act		\$6,660,104	
School To Work		\$7,236,345	
<b>Total - Education</b>			<b>\$34,305,914</b>
Department of Corrections	\$4,653,386		
<b>Total - Public Safety</b>			<b>\$4,653,386</b>
Title V - Older Americans Act of 1965		1,934,734	
<b>Total -Elder Affairs</b>			<b>\$1,934,734</b>



# BUDGET

## DEVELOPMENT FUNDS

<u>AGENCY/PROGRAM</u>	<u>STATE</u>	<u>FEDERAL</u>	<u>BY AGENCY</u>
Apprentice Training Program	\$275,231		
Corporation for Business, Work and Learning	\$1,900,000		
Department of Labor and Workforce Development Administration	\$382,817		
Economic Stabilization Trust Component of ISP	605,400		
Existing One Stop Career Centers	\$2,750,000		
IFP Fund (DET)	\$478,000		
Just-A-Start	\$150,000		
Re-Employment Assistance for Dislocated Workers	\$377,000		
School to Work Connecting Activities	\$3,000,000		
Summer Jobs Matching Funds	\$825,000		
Summer Jobs Youth at Risk	\$3,050,000		
Tactical Training Initiative	\$524,421		
Welfare to Work Skills Plus	\$2,000,000		
Workforce Development	\$1,925,000		
Disabled Veterans Outreach Program		\$1,915,000	
JTPA Title IIA - Adult Basic Education		\$16,130,350	
JTPA Title IIB - Summer Jobs		\$15,441,110	
JTPA Title IIC - Youth		\$2,282,976	
JTPA Title III - Dislocated Workers		\$18,455,865	
Local Vets Employment Representative Program		1,427,000	
Trade Adjustment Assistance		\$5,083,000	
Wagner Peyser 10%		\$1,641,632	
Wagner Peyser 90%		\$14,774,684	
Welfare To Work Bloc Grant		\$20,692,295	
<b>Total - Labor</b>			<b>\$116,086,781</b>
<b>TOTALS</b>	<b>130,854,791</b>	<b>170,104,340</b>	<b>300,959,131</b>







**MASSJOBS COUNCIL**

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